

Changes in NCO Structure (CINCOS)

By Sergeant Major John Murphy

When an *Army Times* article reported in June 1997 that an estimated 8,700 Army NCO jobs would be eliminated in an effort to trim the NCO content from 50 to 47.5 percent, the Engineer School and the Engineer Branch received an avalanche of phone calls, e-mail, and letters expressing grave concerns about potential cuts.

The school's Engineer Personnel Propensity Office (EPPO) is pleased to report that the engineer force is in an exceptionally stable position and, because of the bottom-up review of each engineer military occupational specialty (MOS) during the Changes in Noncommissioned Officer Structure (CINCOS) initiative in 1996, promotion opportunities will increase in most MOSs. The engineer leadership worked long and hard to prepare a proposal that meets the Army's needs, provides balanced career progression, and enhances the branch's ability to meet its diverse missions as we move into the next century.

CINCOS Review

On 18 June 1996, the Deputy Chief of Staff for Personnel (DCSPER) directed all personnel propensities to conduct a bottom-up review of every MOS. This initiative, termed the CINCOS, resulted from a \$170 million reduction in the Army personnel budget. The guidance was to align MOSs with the Army's goal of a 47 percent NCO structure. However, the DCSPER realized that some MOSs would have higher or lower percentages, depending on their mission requirements. The guidance also allowed propensities to correct stagnation in MOSs that historically displayed poor promotion opportunities.

CINCOS Proposal

EPPO began its analysis immediately. The first challenge was to determine where to trim, since the engineer force's NCO content was already at 44.7 percent. The Engineer School formed a task force to analyze each MOS from the bottom-up. EPPO's proposal focused on table of distribution and allowances (TDA) authorizations, so it had only a minor impact on table of organization and equipment (TO&E) structures.

In August 1996, a board of command sergeants major, which included the engineer sergeant major, reviewed the proposal for its impacts on combat readiness and career progression. The board's final adjustments resulted in a proposal that—

- Provided the overall engineer force with better career progression.
- Fixed two MOSs that historically had poor career progression.
- Enhanced the capabilities of the warfighting force.

The DCSPER accepted the engineer CINCOS proposal on 21 May 1997, with an implementation date of 1 October 1998. This initiative will affect promotions early in FY98.

Career Management Field (CMF) 12. The CINCOS proposal for CMF 12 restructured 123 positions and transferred 40 staff sergeant positions to MOS 62N Construction Equipment Supervisor. The positions affected were 38 MOS 12Z Combat Engineer Senior Sergeants, who were intelligence sergeants in the battalion and brigade S2 sections. Those positions were reduced from master sergeant to sergeant first class. Thirty-eight staff sergeants in Active and Reserve Component observer/controller positions were

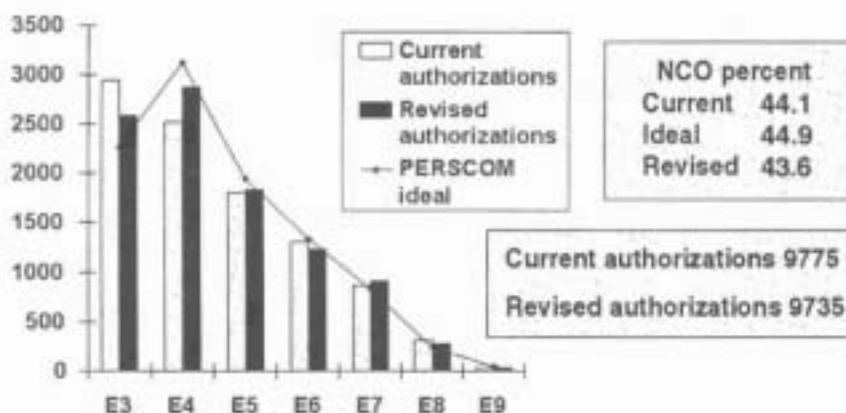
reduced to sergeants, because the senior NCO board believed it was within a sergeant's capability to complete that mission. As for MOS 12C Bridge Crew Members, Bosnia highlighted a requirement for a senior boat operator in our bridge units; therefore, 20 sergeants were upgraded to staff sergeants and given the title of Senior Boat Operator. The need for more skill level 10 boat operators resulted in 27 sergeant positions being downgraded to specialist. These adjustments balanced out career progression in MOS 12C. Finally, recognizing the disproportionate number of MOS 12B Combat Engineer E3's waiting for the opportunity to pin on E4 rank, CINCOS allowed 350 E3 positions to be upgraded to E4.

CMF 12 currently has an NCO strength of 44.1 percent and, after implementing CINCOS, will shift to 43.6 percent.

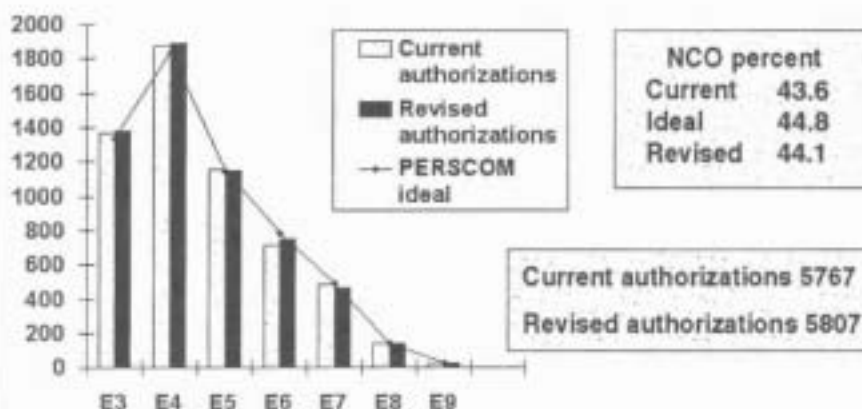
CMF 51. The bottom-up review revealed that in CMF 51, 30 positions from MOS 51H Construction Engineer Foreman in garrisons and Departments of Public Works could be downgraded from sergeant first class to staff sergeant, because staff sergeants possess the level of technical expertise needed to perform this function. Historically, MOS 62N displayed a poor promotion rate, and the DCSPER's guidance allowed this problem to be rectified. A total of 99 sergeant first class and staff sergeant positions were transferred to MOS 62N from MOSs across the engineer force: 54 from 51H, 40 from 12B, two from 51M Firefighter, and three from 51T Technical Engineering Specialist. Transferring these positions does not completely fix the current stagnation problem, but it improves career progression for 62N soldiers.

CMF 51's current NCO content of 43.2 percent will be increased to 43.5 percent.

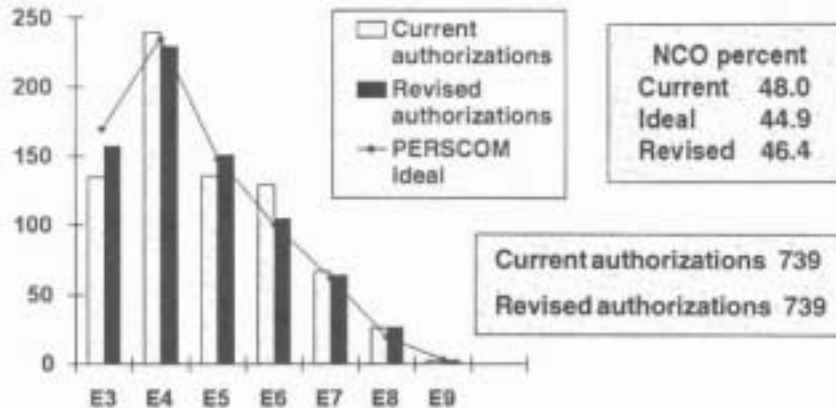
CMF 12 Recap



CMF 51 Recap



CMF 81 Recap



CMF 81. The CINCOS review affected 20 positions in CMF 81. Ten MOS 81L Lithographic Operations Sergeant positions in battalion S3 sections shifted from staff sergeant to sergeant. Two MOS 82D Topographic Surveyor positions in the Aerospace Activity in Saint Louis and eight battalion S3 Survey Operations Sergeants were reduced from sergeant first class to staff sergeant.

CMF 81's current NCO strength of 48 percent was reduced to 46.4 percent.

Career Progression

The three bar graphs depict the changes to career progression for the Engineer Corps. PERSCOM's guidance to the EPPO is represented by a single line across the top of each graph. This ideal line provides the best career growth for a particular CMF. The light gray bars indicate total positions at the present time (August 1997). The black bars represent the changes made by CINCOS.

As indicated by the graphs, the changes being implemented bring our engineer CMFs either to the ideal line or very close to it. This means that our MOSs will offer reasonable promotion opportunities well into the future.

The CINCOS initiative does not hinder engineer promotions, reduce job opportunities, or eliminate any positions. The majority of changes to engineer NCO strength are in positions where there is redundancy of leadership and an excess of technical expertise. The CINCOS initiative allows the Engineer Personnel Propensity Office to increase both promotion opportunities and the combat readiness of the Engineer Corps.

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